

EPMACINST 5354.3C  
CMEO  
12 Dec 2001

EPMAC INSTRUCTION 5354.3C

Subj: COMMAND MANAGED EQUAL OPPORTUNITY (CMEO) PROGRAM

Ref: (a) OPNAVINST 5354.1D

Encl: (1) Command Training Team (CTT) Navy Rights and  
Responsibilities (NR&R) Workshop Report  
(2) Command Demographic Data  
(3) Command Equal Opportunity Assessment Findings and  
Recommendations  
(4) Plan of Action and Milestones (POA&M)  
(5) Command Equal Opportunity Climate Assessment Results

1. Purpose. To provide guidance and policy for Command Managed Equal Opportunity (CMEO) Program per reference (a).

2. Cancellation. EPMACINST 5354.3B. (R)

3. Commanding Officer. The Commanding Officer (CO) is responsible to assess the level of equal opportunity within the command and correct identified deficiencies. Overall responsibility for the Command Managed Equal Opportunity (CMEO) Program is the CO's. (R)

4. CMEO Officer. The CMEO Officer is appointed as a collateral duty to assist the CO with coordination and administration of the program. The CMEO Officer will complete required Command Training (CTT) and Command Assessment Team (CAT) training. The CMEO Officer will ensure CAT meetings are held quarterly, maintain demographic data, provide demographic data at CAT meetings, and monitor the progress of CAT planning milestones. (R)

5. CMEO Program. CMEO consists of the following elements:

a. CMEO Training. CMEO training consists of the Navy Rights and Responsibilities (NR&R) Workshop for newly reporting personnel and the annual All Hands NR&R Workshop. CMEO Command Training applies only to military members.

(1) The CTT presents the NR&R Workshops. It consists of at least three, but no more than six, members in paygrade E-6 or above and will be:

(a) Formally trained with documentation of training in service record.

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(b) CTT members who do not conduct training in 24 months are required to repeat the formal training.

(c) Prospective CTT members will have a minimum of 18 months remaining before their Projected Rotation Date (PRD) from the date assigned.

(2) The CTT Coordinator's position is a collateral duty for a CTT member in paygrade E-7 or above and reports directly to the CMEO. The CTT Coordinator is responsible for evaluating prospective CTT members and forwarding suitability recommendations to the Executive Officer (XO). The CTT Coordinator will schedule all NR&R Workshops for newly reporting personnel and continually evaluate the adequacy of the Enlisted Personnel Management Center (EPMAC) NR&R Workshop presentation, executing changes when necessary. The CTT Coordinator will coordinate the annual All Hands NR&R Workshop, working with the Command General Military Training (GMT) Program Coordinator, to ensure yearly training on sexual harassment and fraternization is conducted. In October, the CTT Coordinator will provide a written report to the CO documenting all NR&R Workshops held, using enclosure (1).

b. Command Assessment. A critical element to effectiveness and success of EPMAC's CMEO program is the ability of the command to accurately assess current EO status. The assessment focuses on treatment and achievements of individuals, overall effectiveness of Command EO programs, and the follow-up actions on previously identified EO issues. The assessment uses command demographic information which includes objective data sources (statistics pulled from command records) as well as subjective data sources (interviews and observations) identifying perceptions and behaviors not evident in records maintained by EPMAC. The command assessment will include all EPMAC civilian and military personnel. A formal assessment will be conducted every October.

(1) The CAT will plan and conduct a yearly command assessment, as well as analyze EPMAC demographic data that is collected. Once command specific issues are identified, a systematic approach to address these problems is developed by the CAT. The CAT will define and analyze problems raised by the command assessment, generate and evaluate courses of action, and recommend to the CO the most appropriate course of action. The CO approved course of action is then developed in a Plan of Action and Milestones (POA&M) which is monitored by the CAT for their effectiveness. The CAT will meet in January, April, June, and October to evaluate progress. Mandatory membership for the

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EPMAC CAT will consist of the XO as Chairperson, the CMEO Officer, the Command Master Chief, the CTT Coordinator, the Command Career Counselor (CCC), the Director, Administrative Services Office, the Legal Officer, and the EPMAC EEO Special Emphasis Activities Representatives. The rest of the CAT members will be composed of volunteers, drawn from a cross-section of command personnel in terms of paygrade, gender, race, and department.

(2) All CAT members are required to receive formal training. Members who have not performed in the capacity of a CAT member in over 24 months are required to repeat formal training.

(3) Prospective CAT members will have a minimum of 18 months remaining before their PRD from the date they are assigned (does not apply to mandatory membership).

(4) The CAT may use the following resources to conduct command assessments:

(a) Command Records. Command records include command training records, awards file, meritorious mast records, records on discrimination and sexual harassment complaints, the command punishment book, civilian disciplinary records, and retention files. This information is in the form of raw data and percentages only. The CAT has no need to know the details of any EEO cases.

(b) Interviews. Interviews are conducted and will provide valuable information that can reveal not only what is actually happening in the command, but also what people perceive is happening and how they feel.

(c) Observations. Observations may be used as a means of determining what people actually do or how they behave and interact without inadvertently disturbing the environment or injecting a bias.

(d) Surveys. Surveys should be taken to get an indication of the command climate. Surveys must be used in conjunction with other data gathering sources to get a valid, reliable database to support a valid assessment.

c. Demographics. Demographic data, for both military and civilian personnel, will be collected on a quarterly basis using enclosure (2). Data will be forwarded to the CMEO Officer who will provide it to the CAT at each meeting and combine all data

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annually for the Command Assessment. Demographic data will be collected on retention, advancement, and discipline.

(1) Demographic Data. All demographic data collection and analysis will be categorized by race or ethnic group, gender, paygrade or pay level, rating, division, and department. This data will be provided by each department.

(2) Retention Data

(a) Reenlistment and separation data (raw numbers and percentages) for military personnel will be collected and analyzed. Retention data will be compiled to provide information on individuals eligible to reenlist as well as those ineligible. Separation data should be categorized to show types of separations by race or ethnic group. This data will be provided by the CCC.

(b) Separation data (raw numbers and percentages) for civilian personnel will be collected and analyzed. Separation data should be categorized to show reason for separation by race or ethnic group, gender, and pay level. This data will be provided by the Human Resources Office (HRO).

(3) Advancement Data

(a) Advancement data for military personnel will be collected and analyzed on personnel in zone for advancement. The data will be categorized by: eligible for advancement, personnel recommended who were advanced, personnel who passed the exam but were not advanced, and personnel who failed. This data will be provided by the Director, Administrative Services Office.

(b) Advancement data will be collected and analyzed for civilian personnel who were eligible for promotion. Data will be categorized by: eligible for advancement and personnel who were not advanced as well as the reason for not advancing. This data will be categorized by grade level, ethnic group, and gender. This data will be provided by HRO.

(4) Discipline Data

(a) Military justice data will be collected and analyzed to show the number and proportion of persons put on report, screened by the XO, dismissed, assigned Extra Military Instruction, referred to CO's Mast and its results, and referred

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to a court-martial and its results. Types of punishment shall be analyzed for disparities in severity of punishment for similar offenses between race or ethnic groups and by gender. This data will be provided by the Legal Officer.

(b) Civilian disciplinary data will be collected and analyzed to show the number and proportion of persons who had disciplinary actions taken against them which include: letters of caution, formal letters of reprimand, letters of warning, letters of requirement, suspension less than 14 days, suspension greater than 14 days, reduction of paygrade, and separation. Types of punishment shall be analyzed for disparities in severity of punishment for similar offenses between race or ethnic groups and by gender. This data will be provided by HRO.

(5) Retention of Assessment Data. The demographic data and the results of the command assessment will be retained for at least 36 months at which time it may be destroyed. The files will be transferred to the Director, Administrative Services Office for retention at the end of each assessment cycle.

d. Written Reports. Enclosures (3) and (4) provide sample formats which may be used to assist CAT members in developing their findings and recommendations and POA&M for presentation to the CO. A formal written report regarding the Command Equal Opportunity Climate Assessment Results is required within three months of the assessment survey. Enclosure (5) provides a sample for the formal report.

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Command Demographic Data

DATE

MEMORANDUM

From: EPMAC Command Training Team Coordinator  
To: Commanding Officer  
Via: (1) CMEO  
(2) Executive Officer

Subj: COMMAND TRAINING TEAM (CTT) NAVY RIGHTS AND RESPONSIBILITIES  
(NR&R) WORKSHOP REPORT FOR FISCAL YEAR 20\_\_.

Ref: (a) EPMACINST 5354.3C

1. As required by reference (a), the following CTT was conducted during fiscal year 20\_\_.

- a. Number of new personnel reporting:
- b. Number of NR&R workshops conducted:
  - (1) Date of workshop and trainers
  - (2) Date of workshop and trainers
  - (3) Date of workshop and trainers
- c. Number of personnel trained:
- d. Annual All Hands NR&R Workshop conducted on:

2. Currently qualified CTT members include:

- a. List of CTT members
- b.
- c.

//s//  
CTT COORDINATOR

Copy to:  
CMEO

Encl (1)

# COMMAND DEMOGRAPHIC DATA

## REDUCTION SHEET

Command \_\_\_\_\_  
Department \_\_\_\_\_

Division \_\_\_\_\_  
Date \_\_\_\_\_

RACE/GENDER	E1	E2	E3	E4	E5	E6	E7	E8	E9	W2	W3	W4	O1	O2	O3	O4	O5	O6	TOTAL
WHITE																			
MALE/FEMALE																			
BLACK																			
MALE/FEMALE																			
FILIPINO																			
MALE/FEMALE																			
HISPANIC																			
MALE/FEMALE																			
ASIAN PACIFIC ISLANDER																			
MALE/FEMALE																			
AMER. INDIAN ALASKAN NATIVE																			
MALE/FEMALE																			
OTHER																			
MALE/FEMALE																			
TOTAL																			



COMMAND EQUAL OPPORTUNITY ASSESSMENT  
FINDINGS & RECOMMENDATIONS

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Findings\_\_\_\_\_

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Recommendations\_\_\_\_\_

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# Plan of Action and Milestones

Goal/Problem Statement:		
Overall Responsibility: (Name)		
Start Date:		
Review Date #1:	Review Date #2:	Review Date #3:
Completion Date:		
Action Steps/Tasks: #1)  #2)  #3)  #4)		
Action Person(s):		
Remarks / Potential Trouble Spots / Measures of Accomplishment:		

Command Equal Opportunity Climate Assessment Results

FOR OFFICIAL USE ONLY

From: Chairperson, EPMAC Command Assessment Team  
To: Commanding Officer, Enlisted Placement Management Center  
Subj: \_\_\_\_ COMMAND EQUAL OPPORTUNITY CLIMATE ASSESSMENT RESULTS  
Ref: (a) OPNAVINST 5354.1D  
(b) EPMACINST 5354.3C  
Encl: (1) Command Equal Opportunity/Sexual Harassment (CEOSH) Survey  
(2) Command Equal Opportunity/Sexual Harassment Survey Results  
(3) Command Assessment Data: Retention, Advancement, Discipline  
(4) Data Reduction Sheet, Interviews  
(5) Data Reduction Sheet, Observations  
(6) Command Equal Opportunity Assessment Findings and Recommendations  
(7) Proposed Plan of Action and Milestones (POA&M)

1. Background. References (a) and (b) require an annual assessment of Command Equal Opportunity (EO) climate. The enclosed report documents EPMAC's current EO climate assessment.

2. Assessment Methodology

a. The standardized Navy Command Equal Opportunity/Sexual Harassment (CEOSH) Survey and EPMAC specific comment sheets which constitute the survey packet for military and civilian personnel are attached as enclosure (1).

b. Survey packets were delivered to (a random sample of all members) EPMAC staff members as specified in the Command Assessment Team System User Guide. The results of the survey were reviewed with other indicators of command climate required and recommended by reference (a).

3. Assessment Results. Enclosure (2) displays a breakdown of survey responses by survey module, specific questions, race/ethnic group, gender, and officer/enlisted status. Enclosure (3) contains the command composition and yearly results for command advancement, retention, and discipline data as required by

Encl (5)

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Subj: \_\_\_\_\_ COMMAND EQUAL OPPORTUNITY CLIMATE ASSESSMENT RESULTS

reference (a). Interviews were conducted subsequently in the command. Results are reflected at enclosure (4). Observations thought to have bearing on the assessment of the command's EO climate are reflected at enclosure (5). Command Assessment Team (CAT) comments/analysis relative to all data collected are reflected at enclosure (6).

4. Recommendations/Plan of Action and Milestones. Enclosure (7) details CAT recommendations for follow-up actions in response to assessment findings and details a recommended Plan of Action and Milestones for monitoring accomplishment of recommended actions.

5. Members of the CAT are available to discuss particulars of the Command assessment at your convenience.

//s//  
Executive Officer

Copy to:  
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**COMMAND EQUAL OPPORTUNITY/SEXUAL HARASSMENT (CEOSH) SURVEY**

You are being asked to complete this survey as part of our Command's assessment of equal opportunity. Do not put your name on this survey. No one will be able to match your answers to you, so please answer all questions honestly. When you are done with the survey, return it to your survey administrator.

Circle the number to show your answer to each question.

**DEMOGRAPHICS**

Are you:

1. Enlisted
2. Officer
3. Civilian

Are you:

1. Female
2. Male

Are you:

1. White
2. Black/African-American
3. Asian Pacific Islander
4. Other\_\_\_\_\_

Are you of Spanish/Hispanic origin or descent? (Note: Individuals of Spanish/Hispanic origin may also be members of any of the groups listed in the previous item.)

1. No, not Spanish/Hispanic
2. Yes, Mexican, Chicano, Mexican-American
3. Yes, Puerto Rican
4. Yes, Cuban
5. Yes, other Spanish/Hispanic

Select your current paygrade:

- |                    |                         |
|--------------------|-------------------------|
| 1. E-1 through E-3 | 7. GS-1 through GS-6    |
| 2. E-4 through E-6 | 8. GS-7 through GS-9    |
| 3. E-7 through E-9 | 9. GS-10 through GS-12  |
| 4. W-1 through W-4 | 10. GS-13 through GS-14 |
| 5. O-1 through O-3 | 11. GM-13 and above     |
| 6. O-4 through O-6 |                         |

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**DISCRIMINATION**

1. Personnel assigned according to their skills/NEC at this Command.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A

2. The chain of command discourages favoritism at this command.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A

3. People of different racial/ethnic groups generally get along at this Command.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A

4. Antiblack discrimination is common at this Command.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A

5. Anti-Hispanic discrimination is common at this Command.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A

6. Antifemale discrimination is common at this Command.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A

GRIEVANCES

1 The chain of command here is an effective way to resolve equal opportunity problems.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE /DON'T KNOW
1	2	3	4	5	N/A

2. I feel I can report unfair treatment at this Command without bad things happening to me.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE /DON'T KNOW
1	2	3	4	5	N/A

3. A grievance would be given a fair hearing at this Command.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE /DON'T KNOW
1	2	3	4	5	N/A

4. I know how to file a grievance.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE /DON'T KNOW
1	2	3	4	5	N/A

5. I know at least one individual not in my chain of command who I can approach for advice/assistance if I were experiencing discrimination or sexual harassment.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE /DON'T KNOW
1	2	3	4	5	N/A

6. This Command forwards "request mast chits" in a timely manner.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE /DON'T KNOW

1	2	3	4	5	N/A
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**SEXUAL HARASSMENT**

1. Sexual harassment is occurring at this Command.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A

2. Actions are being taken at this Command to prevent sexual harassment.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A

3. The leadership at this command enforces the Navy's policy on sexual harassment.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A

4. Sexual harassment training is taken seriously at this Command.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A

5. I feel free to report sexual harassment without fear of bad things happening to me.

<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>	<b>NOT APPLICABLE /DON'T KNOW</b>
1	2	3	4	5	N/A



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**FRATERNIZATION (MILITARY ONLY)**

1. I understand what is and is not fraternization.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE /DON'T KNOW
1	2	3	4	5	N/A

2. Fraternization is occurring at this Command.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE /DON'T KNOW
1	2	3	4	5	N/A

3. Fraternization is a problem at this Command.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE /DON'T KNOW
1	2	3	4	5	N/A

4. This Command would take prompt action to stop fraternization if someone reported it.

STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE /DON'T KNOW
1	2	3	4	5	N/A

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For the following items, please answer by circling "No," "Yes," or  
"Don't Know/NA."

NR&R/CME0 (MILITARY ONLY ANSWER QUESTIONS 1-3)

1. I have attended Navy Rights and Responsibilities (NR&R) training  
at this command.

NO

YES

DON'T KNOW/NA

2. I have received training at this Command about fraternization.

NO

YES

DON'T KNOW/NA

3. I have received training at this Command about the prevention of  
sexual harassment.

NO

YES

DON'T KNOW/NA

4. I understand the Navy CME0 program.

NO

YES

DON'T KNOW/NA

5. I am aware of the results of the last annual command equal  
opportunity assessment.

NO

YES

DON'T KNOW/NA

6. I know of at least two individuals on the Command Assessment Team  
(CAT) or Command Training Team (CTT).

NO

YES

DON'T KNOW/NA

**COMMAND SPECIFIC QUESTIONS**

1. What equal opportunity training programs or events at this Command do you think are the most effective?

2. What equal opportunity training programs or events at this Command do you think are the least effective?

3. Are there other equal opportunity issues or problems at this Command that were not included in the survey? What are they?

**You have completed the survey. Thank you very much for your help.  
Please return the survey to your survey administrator.**



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# COMMAND EQUAL OPPORTUNITY/SEXUAL HARASSMENT SURVEY RESULTS DEMOGRAPHICS

	ENLISTED	OFFICER	CIVILIAN	MALE	FEMALE	WHITE	BLACK/ AFRICAN AMERICAN	ASIAN/ PACIFIC ISLANDER	SPANISH/ HISPANIC	MEXICAN/ CHICANO/ MEXICAN- AMERICAN	PUERTO RICAN	CUBAN	TOTAL PERCENTAGE
E1 - E3													
E4 - E6													
E7 - E9													
W1 - W4													
O1 - O3													
O4 - O6													
GS1 - GS6													
GS7 - GS9													
GS10 - GS12													
GS13 - GS14													

# COMMAND EQUAL OPPORTUNITY/SEXUAL HARASSMENT SURVEY RESULTS

## DISCRIMINATION

QUESTION #	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE/DON'T KNOW
1						
2						
3						
4						
5						
6						
TOTAL PERCENTAGE:						

# COMMAND EQUAL OPPORTUNITY/SEXUAL HARASSMENT SURVEY RESULTS

## GRIEVANCES

QUESTION #	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE/DON'T KNOW
1						
2						
3						
4						
5						
6						
TOTAL PERCENTAGE:						

# COMMAND EQUAL OPPORTUNITY/SEXUAL HARASSMENT SURVEY RESULTS

## SEXUAL HARASSMENT

QUESTION #	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE/DON'T KNOW
1						
2						
3						
4						
5						
TOTAL PERCENTAGE:						



# COMMAND EQUAL OPPORTUNITY/SEXUAL HARASSMENT SURVEY RESULTS

## FRATERNIZATION

QUESTION #	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE/DON'T KNOW
1						
2						
3						
4						
TOTAL PERCENTAGE:						

# COMMAND EQUAL OPPORTUNITY/SEXUAL HARASSMENT SURVEY RESULTS

NR&R / CMEO

QUESTION #	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	NOT APPLICABLE/DON'T KNOW
1						
2						
3						
4						
5						
6						
TOTAL PERCENTAGE:						

## COMMAND ASSESSMENT RETENTION DATA

Command: \_\_\_\_\_

Assessment Period: \_\_\_\_\_

RACE/GENDER	ELIGIBLE TO REENLIST	INELIGIBLE TO REENLIST	REENLISTED	SEPARATED / DISCHARGED			
				RE - 1	RE - 2	RE - 3	RE - 4
AMERICAN NATIVE							
MALE/FEMALE							
ASIAN PACIFIC ISLANDER							
MALE/FEMALE							
BLACK (NON- HISPANIC)							
MALE/ FEMALE							
HISPANIC							
WHITE (NON- HISPANIC)							
MALE/ FEMALE							
OTHER/ UNKNOWN							
MALE/ FEMALE							
MALE FEMALE TOTAL							

Encl (3)

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# COMMAND ASSESSMENT ADVANCEMENT DATA PART 1

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Command:			Assessment Period: E3 to E4			
E2 to E3						
	ELIGIBLE	ADVANCED	ELIGIBLE	TOOK EXAM	PNA	ADVANCED
AMERICAN NATIVE						
MALE/FEMALE						
ASIAN PACIFIC ISLANDER						
MALE/FEMALE						
BLACK (NON-HISPANIC)						
MALE/FEMALE						
HISPANIC						
MALE/FEMALE						
WHITE						
MALE/FEMALE						
OTHER/UNKNOWN						
MALE/FEMALE						
MALE FEMALE TOTAL						

# COMMAND ASSESSMENT ADVANCEMENT DATA PART 1 (continued)

Command:					Assessment Period:			
E4 to E5					E5 to E6			
	ELIGIBLE	TOOK EXAM	PNA	ADVANCED	ELIGIBLE	TOOK EXAM	PNA	ADVANCED
AMERICAN NATIVE								
MALE/FEMALE								
ASIAN PACIFIC ISLANDER								
MALE/FEMALE								
BLACK (NON-HISPANIC)								
MALE/FEMALE								
HISPANIC								
MALE/FEMALE								
WHITE								
MALE/FEMALE								
OTHER/UNKNOWN								
MALE/FEMALE								
MALE FEMALE TOTAL								

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# COMMAND ASSESSMENT ADVANCEMENT DATA PART 2

Command:					Assessment Period:	
E6 to E7					E7 to E8/E9	
	ELIGIBLE	TOOK EXAM	PNA	ADVANCED	ELIGIBLE	ADVANCED
AMERICAN NATIVE						
MALE/FEMALE						
ASIAN PACIFIC ISLANDER						
MALE/FEMALE						
BLACK (NON-HISPANIC)						
MALE/FEMALE						
HISPANIC						
MALE/FEMALE						
WHITE						
MALE/FEMALE						
OTHER/UNKNOWN						
MALE/FEMALE						
MALE FEMALE						

<b>TOTAL</b>						
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# COMMAND ASSESSMENT DISCIPLINE DATA

Command: \_\_\_\_\_

Division: \_\_\_\_\_

Department: \_\_\_\_\_

Date: \_\_\_\_\_

Paygrade: \_\_\_\_\_

RACE/GENDER	PLACED ON REPORT	SCREENED BY XO	DISMISSED BY XO	REFERRED TO NJP	NUMBER DISMISSED	NUMBER PUNISHED	NUMBER REFERRED TO COURT- MARTIAL
AMERICAN NATIVE							
MALE/FEMALE							
ASIAN PACIFIC ISLANDER							
MALE/FEMALE							
BLACK (NON-HISPANIC)							
MALE/FEMALE							
HISPANIC							
MALE/FEMALE							
WHITE							
MALE/FEMALE							
OTHER/UNKNOWN							
MALE/FEMALE							
MALE FEMALE TOTAL							



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## DATA REDUCTION SHEET

DATE:	INTERVIEWS
<b>SUMMARY</b>	

NOTE: Responses should be coded as to rank, ethnicity, gender, and time on board (For example: E7/WM/2YRS)



## DATA REDUCTION SHEET

DATE:	OBSERVATIONS
SUMMARY	

NOTE: Observations should be based on the following: 1) Why are you observing? 2) Who will you observe?

3) What will you watch? 4) Where will you do it? 5) When will you look?

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Encl (5)  
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## **Command Equal Opportunity Assessment Findings & Recommendations**

Findings\_\_\_\_\_

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\_\_\_\_\_

Recommendations\_\_\_\_\_

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\_\_\_\_\_

Encl

(6)

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## Plan of Action and Milestones

Goal/Problem Statement:		
Overall Responsibility: (Name)		
Start Date:		
Review Date #1:	Review Date #2:	Review Date #3:
Completion Date:		
Action Steps/Tasks:   #1) #2) #3) #4)		
Action Person(s):		
Remarks / Potential		

Trouble Spots /  
Measures of Accomplishment:

Encl(7)